



**BOARD OF TRUSTEES
OPEN MEETING
10th Floor Boardroom**

MINUTES OF APRIL 26, 2017

PRESENT:	Rev. Dr. Dieter Kays (Chair) Ms. Viona Duncan Ms. Christine Henhoeffer Mr. Don Kaluzny Ms. Susy Martins	Ms. Cynthia McIntyre Mr. Tom Motz Mr. Stan Nahrgang Dr. Peter Potts Dr. Gagan Sarkaria	Mr. Don Shilton Mr. Scott Smith Ms. Angela Stanley Ms. Lisa Strayer Ms. Marion Thomson Howell
REGRETS:	Ms. Pat Cannon	Mr. Jim Stirtzinger	
GUESTS:	Mr. Brian Guest (by phone)		
RESOURCE:	Ms. Susan Dusick Dr. Blair Egerdie	Mr. Gary Higgs Mr. Marco Terlevic	Ms. Diane Wilkinson

1. CALL TO ORDER: 4:00 p.m.

2. OPENING PRAYER/REFLECTION
Mr. Kaluzny provided the opening reflection.

3. APPROVAL OF THE AGENDA

Motion: That the Board of Trustees approve the open meeting agenda for April 26, 2017 as presented.

Moved by Marion Thomson Howell, Seconded by Stan Nahrgang, VOTED AND CARRIED.

4. DECLARATION OF CONFLICT OF INTEREST: None.

5. MEETING EVALUATION REMINDER
The meeting evaluation form was circulated with the agenda package for Board members to complete.

6. BOARD HUDDLE AND ACTION TRACKER

6.1 Gemba Walk Debrief

- Some members of the Board went for a Gemba walk to the medicine floors. Ms. Lisa Roszel, Program Manager, was present on the walk. The Board members who participated offered their thoughts on what they observed:
- Staff do see themselves in the corporate targets but they do need help to see

themselves in what is discussed at the Board level.

- From the standpoint as a Board member and management, it is difficult to have a presence in a large organization such as this. It is very important for people at this level to choose in a strategic way where you are seen.
- Patient-centred care can sometimes become a catch phrase; it was heard from the program manager that this is real and is practiced on the inpatient floors.
- It is interesting to see how nurses operate in an older hospital; the new dispensing units certainly will help but it is not as good as it could be.
- Staff were asked 'if they were on the Board what would they do differently'? They would continue to build the relationship between the front line and management. There was some concern expressed about the visibility of the Senior Leadership Team and about meaningful conversations at the Board level. Staff would like to see more discussion about the measures and how can they impact these in a meaningful way.
- The Senior Team meets every week and go for a Gemba walk. The last two Tuesdays they have paired off and visited 3 different areas in the hospital. These Gembas are tracked and recorded in the Senior Team visual room.
- In Patient Services they have had discussions with front-line staff and managers about how they might approach the countermeasures in place for the corporate goals in a different way.
- It is important to take the opportunity to go out and talk about the key priorities of the organization, engaging senior leadership, including physicians.
- There are opposing forces in the health care system; we are not giving people the resources they need in order to do their job; at the same time, we are saying to Finance that they have to find additional savings not only to balance the budget but save for the future; the key is communication; people need to be given as much ownership and autonomy as possible to use the available resources in the most effective way, while focusing on the priorities of the organization.

6.2 Board Huddle

The Board reviewed the huddle board and the improvement opportunities. The final reports on the 2016-2017 corporate operational goals were also reviewed. The information posted on the huddle board was circulated with the meeting package.

6.3 Action Tracker

The action tracker was circulated with the meeting package as well as the results of the Board survey that members completed at the March meeting.

With regard to the survey document, discussion concentrated on questions 7 and 8. As we will be experiencing a significant turnover of Board members this September, we need to consider if there are ways we can enhance the clarity of some of the items we are presenting in the Board package. It was mentioned that asking staff to do additional work, such as writing executive summaries for each report, is not necessarily a good use of their time. Comments on this included:

- Providing the full version of an acronym at its first instance in a document would be useful.
- The briefing note that some have provided which highlights areas where Board members should pay attention to has been helpful.
- It can sometimes depend on what is conveyed in a committee report. These reports are already a summary of the meetings and what the Board should be aware of. Maybe highlighting and bolding a part of the report to bring items of key importance to the fore could be of benefit. Board members can always reach out to Senior Team members prior to the Board meeting to get clarity on a particular item. We should all come prepared and have our questions set out

before meetings.

- Sometimes PowerPoint decks are not always clear on what the topic is; having a one-page explanation as to why it is in the meeting package would be of help.
- Plain language and conciseness are important.
- Perhaps we need to also look at how we spend our Board time. As Board members we still have the responsibility to understand what is presented to us.
- The chairs of each committee review the reports included in the Board package. Maybe this is a discussion for the Committee Chairs with the Mission and Governance Committee taking the lead, particularly as we bring on new Board members that need to be brought up to speed quickly on key decisions coming forward.

7. OVERSIGHT/INSIGHT/FORESIGHT DISCUSSION

Two articles were posted to the Board's Basecamp forum for discussion: "I'm a Muslim doctor. My patient refused treatment because of my religion" and "Racism is the elephant in the hospital room: it's time we confronted it". Ms. Thomson Howell led the discussion:

- This issue is present and has always been so in this community; it likely occurs every day in our region; we should already be prepared to handle this.
- Some of the trends we see in the workplace include passive aggressive actions that are targeted; if this does happen to a staff member or physician at St. Mary's what recourse do they have?
- It is difficult to have a blanket policy for this as there are always varying nuances to consider and different decisions needed to be made.
- This is a timely issue. In June, the hospital is holding a session for our leaders on human rights, with another module in October focussing on diversity. We do not have absolute policies but abide by the human rights code and legislation to the letter of the law.
- We should always look to our values and guide for ethical decision-making to direct our actions. There is the other side of our ethical obligation to treat people who come to the hospital. If there is a person who needs care, we should consider if there is someone else who can treat this patient so as to keep within our legal obligation to provide medical treatment, regardless of the patient's views.

8. PRESENTATIONS / UPDATES

8.1 St. Mary's General Hospital Foundation Update

Ms. Dusick gave a presentation on the Foundation (the presentation slides are attached to these minutes).

9. THE QUALITY/PATIENT SAFETY REPORT

The Quality Committee Report was circulated with the Board meeting package and Mr. Smith highlighted some items in the report.

Motion: That the Board of Trustees approve the Quality Committee report.

Moved by Scott Smith, Seconded by Lisa Strayer, VOTED AND CARRIED.

10. MISSION AND GOVERNANCE COMMITTEE

The Governance and Customer Relations Board policies that have been reviewed as part of a full review of all Board policies by the Mission and Governance Committee were circulated with the meeting package. An index listing current policies and the revised and new policies was included.

The following changes to the policies were noted:

- Policies 010-002, 010-003 and 010-011: The timeline by which new board members get approved by the St. Joseph's Health System (SJHS) should be reversed. This will be reordered to reflect current practice.
- Policy 010-400: Modify policy title to read 'Open, Closed and In-Camera...'
- Policies 010-004 and 010-011: An inconsistency regarding timing of evaluation of community representatives was noted. Policy 010-004 is correct so item 6 in policy 010-011 will be changed from "Annually, ..." to "Every 2 years, ...".
- Policy 010-016: At the end of the 6th paragraph remove "...the performance of the Chief of Staff will be evaluated annually."
- Policy 010-001: While it was acknowledged that the slate of officers is presented to the Board for approval each year, it was suggested that there may be better practices which involve consulting with the Board regarding its executive prior to the Board receiving the Nominating Report for approval. It was agreed that this policy be taken back to the Mission and Governance Committee for further discussion.

Ms. Duncan revised the wording of the original motion as follows:

Motion: That the Board of Trustees approve the revised and new Board policies that fall under the Governance and Customer Relations sections as recommended by the Mission and Governance Committee with the changes to the policies as discussed, excluding Policy 010-001.

Moved by Viona Duncan, Seconded by Lisa Strayer, VOTED AND CARRIED.

11. CONSENT AGENDA

The minutes of the Open Board meeting held March 29, 2017 and the President's report were distributed with the agenda.

Motion: That the Board of Trustees approves the following:

- **Minutes of the Open meeting – March 29, 2017**
- **President's Report**

Moved by Don Kaluzny, Seconded by Stan Nahrgang, VOTED AND CARRIED.

12. REPORTS

12.1 President

Mr. Shilton reported that, despite the increased activity in volumes this year, Mr. Terlevic and his staff have brought us in at a balanced position this year. Mr. Terlevic and the Senior Team were thanked for their efforts to realize this.

12.2 Board Chair

There was nothing to report.

13. ADJOURNMENT: 6:00 p.m.

Motion: To adjourn the open Board meeting.

Moved by Dieter Kays, Seconded by Don Kaluzny, VOTED AND CARRIED.

Dieter Kays, Chair

Don Shilton, Board Secretary

Susie Bell, Recorder